



Gray Davis
Governor



Winston H. Hickox
Agency Secretary

Accomplishments & Priorities

July–December 2002 *January–June 2003*

CALIFORNIA
ENVIRONMENTAL
PROTECTION AGENCY
OFFICE OF THE
SECRETARY

DEPARTMENT OF
PESTICIDE REGULATION

DEPARTMENT OF
TOXIC SUBSTANCES
CONTROL

INTEGRATED
WASTE
MANAGEMENT
BOARD

OFFICE OF
ENVIRONMENTAL
HEALTH HAZARD
ASSESSMENT

STATE WATER
RESOURCES
CONTROL BOARD

AIR RESOURCES
BOARD



CALIFORNIA ENVIRONMENTAL PROTECTION AGENCY OFFICE OF THE SECRETARY

Unless otherwise indicated, all dates given are for 2002.

California Environmental Protection Agency Office of the Secretary

The mission of the California Environmental Protection Agency (Cal/EPA) is to restore, protect, and enhance the environment to ensure public health, environmental quality, and economic vitality. Cal/EPA's vision is of a California that enjoys a clean, healthy, sustainable environment that sustains the quality of life for current and future generations, and protects our diverse natural resources.

Sustainability and Pollution Prevention

Also known as source reduction, pollution prevention (P2) is an environmental protection approach that reduces or eliminates pollutants before they are generated. This is in contrast to more traditional regulations that seek to control pollutants via management strategies. P2 is an essential function of Cal/EPA. Its boards, departments, and offices have long included pollution prevention strategies as a preferred method for lessening the impacts of toxic and other problematic chemicals on the environment. Cal/EPA, industry, and the public support an agencywide, comprehensive, multimedia approach to P2 that would provide for better coordination of these activities. This is especially true within the context of promoting sustainable management systems. The P2 efforts of the Office of the Secretary are directed at this end.

Cal/EPA Strategic Vision: Supports the “integration of pollution prevention strategies into the mainstream of the permitting and regulatory process.”

Cal/EPA Goal 4: “Communities that are free from unacceptable human health and ecological risks due to exposure from hazardous substances and other potential harmful agents.” This goal includes at least five objectives that focus on reducing or minimizing chemical contaminants and waste streams.

Accomplishments

1. **Cal/EPA P2 Team:** Members of the Sustainability/Executive Steering Committee met to discuss their ongoing task of promoting and coordinating an agencywide pollution prevention agenda. The committee decided to authorize the appointment of a Cal/EPA P2 team. The team includes the ex officio members of the Pollution Prevention Advisory Committee (SB 1916, Sher, Chapter 881, Statutes of 1998), who represent Cal/EPA and each of its boards, departments, and offices.
2. **California P2 Partnership (CAP3):** The California P2 Partnership is a project with the Department of Defense (DoD) to establish a stronger working relationship between the State of California and its various military installations. The goal is to better protect the environment by promoting pollution prevention, enhancing communication, and fostering innovation. Cal/EPA negotiated on behalf of the State with DoD to adopt a governing charter. The CAP3 charter was signed on November 26.

Priorities

1. **Cal/EPA P2 Team:** The Cal/EPA P2 team will:
 - Support the P2 component of the “performance for sustainability” projects.
 - Coordinate Cal/EPA’s role in CAP3.
 - Identify ways to improve cross-media and cross-program coordination.
2. **California P2 Partnership (CAP3):** Cal/EPA will continue to participate in the partnership by:
 - Fostering the exchange of technical information on P2 practices and success stories between the State and its military partners as well as other public and private entities.

Environmental Justice Program

The goal of environmental justice (EJ) in California is “to reduce or eliminate the disproportionate impacts of pollution on low-income and minority populations.” In 1999, Governor Davis signed the first explicit environmental justice legislation in the nation (SB 115, Solis, Chapter 728, Statutes of 1999) defining environmental justice and establishing an environmental justice program within Cal/EPA. Consequently, Cal/EPA has made the achievement of environmental justice an agency priority.

Accomplishments

1. **Intra-Agency Environmental Justice Strategy Framework:** The Cal/EPA advisory committee on environmental justice developed an agencywide EJ strategy framework. In September, public workshops were conducted throughout the state to gain input from various stakeholders as to what should be incorporated into the strategy. The strategy framework attempts to incorporate suggested gaps and comments received from previous environmental justice public meetings and workshops.
2. **Intra-Agency Environmental Justice Strategy Development Workshops:** September public workshops were conducted throughout the state—Oakland, Fort Ord (Monterey), Fresno, Los Angeles, and San Diego—to gain further input into what should be incorporated into an intra-agency environmental justice strategy framework. More than 200 people attended the workshops to give comment.
3. **Expansion of Cal/EPA Advisory Committee on Environmental Justice:** In September, the original 13-member advisory committee was expanded to a 17-member committee by the passing of SB 1542 (Escutia, Chapter 1003, Statutes of 2002) signed by Governor Davis. The committee was expanded to include representation from a federally recognized Native American tribal government, environmental justice organizations, and additional representation from small business. The committee provides recommendations on the development and implementation of environmental justice to the Cal/EPA interagency working group on environmental justice. On

November 20, the advisory committee conducted a public meeting to discuss the next steps in ongoing development of the committee's recommendation of an intra-agency environmental justice strategy. Approximately 75 people from various sectors and regions of California attended the committee meeting.

4. **Environmental Justice Training:** Cal/EPA conducted monthly environmental justice training for all Cal/EPA staff to raise awareness on EJ issues and provide consistent fundamental skills on examining EJ issues. The training team, composed of staff representing Cal/EPA's boards, departments, and offices, trained approximately 600 Cal/EPA staff throughout 2002.

Priorities

1. **Intra-Agency Environmental Justice Strategy:** The advisory committee on environmental justice established a subcommittee in November to further develop and refine the strategy framework into a more clear document (final recommendation) for Cal/EPA.
2. **Environmental Justice and Government Coordination:** Cal/EPA will work to examine opportunities to enhance coordination efforts with other governmental agencies on environmental justice issues. Cal/EPA will meet with other governmental agencies to discuss ways to effectively coordinate between Cal/EPA and other agencies that may involve a multitude of governmental (local, State, and federal) influences.
3. **Cal/EPA EJ Small Grant Program:** The passage of AB 2312 (Chiu, Chapter 994, Statutes of 2002) in September establishes a small grant program within Cal/EPA. Grants will be awarded on a competitive basis to nonprofit entities and federally recognized tribal governments that are located in areas adversely affected by environmental pollution and hazards. Regulations for the small grants will be developed to carry out the intent of the legislation and establish the criteria for small grants.
4. **Environmental Justice Training:** Cal/EPA will continue EJ training for staff. The present curriculum will be reviewed to include the most current environmental justice information. The environmental justice training covers both general concepts and media-specific issues in addressing environmental justice.
5. **Environmental Justice Web Site:** Cal/EPA's environmental justice Web site is dedicated to facilitate access to environmental information and resources for stakeholders interested in environmental justice. Cal/EPA will enhance the EJ Web site to encourage effective public participation and coordination on environmental justice issues. The Cal/EPA EJ Web site address is www.calepa.ca.gov/EnvJustice/.

Brownfields

Cal/EPA is committed to putting California's brownfields back into productive use in order to stimulate redevelopment in urban cores, protect public health and the environment, provide jobs, and

improve the quality of life in affected communities. Brownfields are areas previously used for industrial purposes that are now polluted or perceived to be polluted.

To accomplish these goals, Cal/EPA—with the Department of Toxic Substances Control (DTSC) and the State Water Resources Control Board (SWRCB)—identifies impediments to brownfields cleanup and redevelopment, develops cleanup incentives, coordinates available cleanup processes, and develops networks that can assist in cleaning up and redeveloping brownfields.

Accomplishments

1. **Brownfields Coordination:** Cal/EPA continued discussions with State, local, and federal agencies to develop relationships with all involved in brownfields development activities. These discussions also included representatives of developer, business, environmental, and community interests to identify brownfields policy issues.
2. **Cleanup Processes:** Cal/EPA participated with DTSC, SWRCB, regional water quality control boards (RWQCB), and the California Integrated Waste Management Board (CIWMB) in ongoing efforts to examine the various cleanup processes and programs overseen by the State. The goal has been to identify differences between those processes and programs and to make recommendations for program coordination and process changes in light of those differences.
3. **Brownfields Environmental Insurance:** Cal/EPA, in consultation with its contractor, MGP Environmental Partners LLC, developed a request for qualifications and proposals that was advertised on August 12. Cal/EPA also hosted discussions with qualified insurance companies regarding the request. Qualified insurance companies were given until September 23 to submit proposals.
4. **Implementation of SB 32:** Cal/EPA, in conjunction with DTSC, SWRCB, and the Office of Environmental Health Hazard Assessment (OEHHA), continued to implement the California Land Environmental Restoration and Reuse Act (SB 32, Escutia, Chapter 764, Statutes of 2001). SB 32 established the CLERR program. In implementing this program, Cal/EPA has done the following:
 - **Screening Values.** The SWRCB submitted the San Francisco Regional Board's "Application of Risk-Based Screening Levels and Decision-Making to Sites with Impacted Soil and Groundwater, Interim Final, December 2001" to the president of the University of California for peer review.
 - **Pilot Program.** Cal/EPA has continued to monitor the implementation of the pilot study on the use of screening numbers as a tool for promoting cleanup of contaminated sites in three RWQCB areas (Los Angeles, Santa Ana, and San Diego). To date, no sites have applied to participate in the study.

5. **Cal/EPA Brownfields Web Site:** Cal/EPA continues to develop and expand its Web site with information on the various Cal/EPA brownfields programs.

Priorities

1. **Brownfields Environmental Insurance:** Cal/EPA will continue its efforts to develop and implement the Financial Assurance and Insurance for Redevelopment (FAIR) program. Cal/EPA will interview the insurance companies that submitted proposals. An evaluation committee comprised of Cal/EPA, DTSC, and the Department of General Services will evaluate the proposals and make a recommendation to the Secretary on which to select. Cal/EPA will negotiate program features, policy terms, and product pricing with the selected insurer(s). Negotiations are expected to be completed by June 30, 2003.
2. **Implementation of SB 32:** Cal/EPA will continue to implement the various facets of the CLERR program. In implementing this program, Cal/EPA anticipates the following:
 - Screening values. Using the results of the peer review of the San Francisco Regional Board's "Application of Risk-Based Screening Levels and Decision-Making to Sites with Impacted Soil and Groundwater, Interim Final, December 2001." Cal/EPA, through OEHHA and in conjunction with DTSC and the State and regional boards, will begin development of the Cal/EPA screening values.
 - Pilot study. Cal/EPA will continue to accept applications for participants in the pilot study in the Los Angeles, Santa Ana, and San Diego regions.
 - Cleanup programs. Cal/EPA, with DTSC and SWRCB, will finalize the required informational document that compares the DTSC cleanup program with the cleanup program administered by the regional water quality control boards to help community groups, local residents, and others to better understand the different regulatory processes that govern cleanups in California.
3. **Brownfields Working Group:** Based on the comments and issues shared at the initial meeting, Cal/EPA will schedule additional meetings and organize the working group to further evaluate issues, provide recommendations, and identify additional California brownfields incentives.
4. **Coordination Efforts:** Cal/EPA will facilitate the sharing of information and increase coordination of brownfields-related efforts in California. Additional forums will be intra-agency (programs within Cal/EPA), interagency (brownfields programs within State), and intergovernmental (brownfields-related programs at the local, State, and federal levels).

Border Affairs Unit

The border affairs unit of Cal/EPA directs the border environmental program in the California-Baja California, Mexico, border region. The vision of the program is to promote a standard of excellence

for international cooperation and collaboration that focuses on resolving environmental and natural resource issues to help ensure the future quality of a cleaner, safer, healthier, and more prosperous border region. To that end, Cal/EPA and its boards, departments, and offices have been working to address cross-media and bi-national issues.

Accomplishments

1. **Environmental Education Agreement:** In May 2002, Cal/EPA led the development of an environmental education agreement that was signed between Cal/EPA, the Mexican Federal Secretariat of the Environment and Natural Resources (SEMARNAT) and Secretariat of Education (SEP), California Secretary for Education, the Baja California Secretariat for Ecology and Secretariat for Education, and the CIWMB. During the second half of the year, Cal/EPA worked with the Baja California State Secretariat of Education to finalize the curriculum to be taught to elementary and secondary-education students. The work plans and teaching materials are currently being translated into English and/or Spanish for instruction on both sides of the border beginning in 2003.
2. **Implementation of the Pretreatment and Wastewater Monitoring Agreement Program:** Cal/EPA is currently implementing the agreement that was signed by the State of California and government entities of Mexico in March 2001. The second phase of the project was completed in the second half of 2002. This phase consisted of the signing of contracts to begin the monitoring program in Mexicali and Ensenada in January 2003 and the beginning of the development of changes to laws and policies in Mexico that will lead to a self-sustaining and ongoing industrial wastewater pretreatment and monitoring program.

Monitoring activities in Tijuana and Tecate continued during the period of this report.

3. **Border 2012 (next phase of the U.S.-Mexico Bi-National Border Environmental Plan):** Cal/EPA actively participated in the development of the Border 2012 plan with the nine other U.S.-Mexico border states, SEMARNAT, and the United States Environmental Protection Agency (U.S. EPA). Cal/EPA has been engaged as a member of the steering and drafting committees for the plan. The plan is expected to be completed for release during the first half of 2003.
4. **Environmental Technology and Service Opportunities:** Cal/EPA developed a guide to assist environmental technology companies to begin conducting business in Baja California and Baja California Sur. The booklet describes the infrastructure of the region, opportunities for product manufacture and sales, legal and regulatory differences between the United States and Mexico, and how a company may obtain regulatory assistance with licensing or permitting.
5. **Border Coordinators Handbook:** Cal/EPA completed the *Border Coordinators Handbook* in the second half of 2002. The booklet contains standards for conduct to be followed by State of

California employees when performing business activities in Mexico and serves as a resource for Cal/EPA and State of California employees while conducting business in Mexico.

6. **Agreement of Cooperation Between the State of Baja California, Mexico, and the State of California, United States of America, to Carry Out a Pilot-Scale Vehicle Emissions Inspection Program for the City of Tijuana:** Approximately 50 percent of the remaining milestone tasks for this program were completed between July and December. These milestones include the training of technicians to operate the emission monitoring equipment, the selection of a permanent monitoring location, and the selection of a location for the establishment of an emissions monitoring training facility in Tijuana. Additionally, Cal/EPA developed and presented a training class for our project partners at the Department of Consumer Affairs, Bureau of Automotive Repair, explaining how to conduct business in Mexico.
7. **Ten States Retreat:** Cal/EPA provided coordination support to the State of Chihuahua for the annual Ten States Retreat held in September. Representatives responsible for environmental quality and environmental protection for the States of Arizona, Baja California, California, Chihuahua, Coahuila, New Mexico, Nuevo Leon, Sonora, Tamaulipas, and Texas attended the meeting. A joint declaration was approved that addresses pollution prevention, establishment of guidelines for the operation of border-area power plants, emergency response, water quality and quantity, and solid waste management.
8. **Border Environmental Program Policy Committee:** The first two meetings of the Cal/EPA border environmental program policy committee occurred during the second half of 2002. The members of the committee are the Cal/EPA Assistant Secretary for Border Affairs, executive officers and executive directors of Cal/EPA boards, departments, and offices, and designated board members within Cal/EPA. The committee is currently engaged in determining tribal nation and power plant policy within the border region.

Priorities

1. **Implementation of the Pretreatment and Wastewater Monitoring Agreement Program:** During the first half of 2003, a program to sample and analyze specified chemicals in industrial wastewater will commence at four sites in Ensenada and at three sites in Mexicali. The results obtained from this sampling will be compared to other results from the designated sampling areas to develop a composite profile of the hazards present in industrial wastewater. Regulators from Mexico will accompany the samplers during the program to receive training on standardized sampling techniques. The current program is expected to be completed by July 1, 2003.
2. **Agreement of Cooperation Between the State of Baja California and the State of California to Carry Out a Pilot-Scale Vehicle Emissions Inspection Program for the City of Tijuana:** The emissions monitoring equipment is expected to be installed and become operational, and a training facility for technicians will be established in Tijuana.

3. **Promotion of Environmental Education:** Cal/EPA will be working with the San Diego Natural History Museum to screen the environmental education motion picture “Ocean Oasis,” an IMAX film focusing on the biodiversity of Baja California and its surrounding seas. The movie is expected to be screened in Sacramento as part of Earth Day 2003 celebrations.
4. **Joint California-Baja California Strategic Vision:** A strategic vision that will coordinate the environmental programs of California and Baja California State and local agencies in the border region will be completed.
5. **Environmental Management System (EMS):** Cal/EPA is managing a grant from the U.S. EPA to implement an EMS at up to four small- to medium-sized businesses in the border region. The purpose of this program is to determine if EMS can be used as a tool to prevent the spread of contamination across the border. During the first half of 2003, data will be gathered to identify contamination and workshops will be conducted to teach EMS principles to the targeted businesses.
6. **Hazardous Substance Sampling and Analysis Class:** Cal/EPA will develop and present a class to Mexican environmental regulators on how to sample and analyze hazardous substances and wastes, soils, and waterways. The class will inform students of applicable laws, personal protection, proper sampling, and analytical techniques and interpretation of data. Surplus equipment will be given to the students for use in the field.
7. **Co-Chairing of Energy Worktable:** Cal/EPA will lead the development and establishment of the newly created energy worktable of the border governors conference. The new worktable will serve to address energy issues faced by the border and will work in tandem with the environmental worktable. It is anticipated that the first meeting of the energy worktable will occur in February 2003.

Children’s Environmental Health Center (CEHC)

The CEHC coordinates—within Cal/EPA and with other State and federal agencies—activities related to environmental impacts on children’s health. Children are particularly sensitive to many environmental pollutants, and California is a leader in analyzing and responding to the challenge of protecting and improving their environmental health.

Accomplishments

1. **Outreach and Communications:** The CEHC strategic plan was not finalized but is nearing completion and continues to be a high priority. Upgrading the CEHC Web page continues to be a priority and will include the strategic plan.
2. **Childhood Asthma:** On October 16 and 17, the CEHC hosted the fourth in a series of four workshops on triggers of childhood asthma. The workshop was part of an overall effort by the Environmental Council of the States and the Association of State and Territorial Health Officials

(ECOS/ASTHO) to develop an asthma action agenda. Cal/EPA formally endorsed the asthma strategic plan of the Department of Health Services (DHS). Cal/EPA will work with DHS to develop an implementation plan that reflects the priorities of the ECOS/ASTHO asthma action agenda and is consistent with California's needs.

3. **Coordination—Priority and Emerging Issues:** In partnership with DHS, CEHC formed the California Interagency Asthma Interest Group (CIAIG) to discuss, identify, and prioritize issues related to asthma in California. The CIAIG will conduct a workshop in January to identify areas of collaboration between environmental and health agencies.

Priorities

1. **Greater Participation in the Environmental Council of the States:** Cal/EPA will chair the ECOS children's environmental health work group for the next four years, beginning in January 2003. The CEHC will provide technical and general support to the chair and assist in planning a spring workshop in Washington, D.C. on children's environmental health issues.
2. **Outreach and Communication:** To assist in public outreach and communications, CEHC developed a page on the Cal/EPA Web site that includes a downloadable link to the first biennial report to the Governor and Legislature. The CEHC is continuing to develop its strategic plan that will be posted on the Internet when finalized.
3. **Childhood Asthma:** CEHC will continue participation on the ECOS/ASTHO work group to finalize the asthma action agenda for adoption by commissioners in the summer of 2003. The CEHC will evaluate participating in an ECOS-funded pilot project to reduce the triggers of childhood asthma. Cal/EPA will work with DHS to implement one or more of the activities recommended in the ECOS/ASTHO asthma action plan. CEHC will continue participation in the CIAIG and collaborate to implement one or more recommendations of the January workshop.
4. **Coordination—California Environmental Health Tracking:** The CEHC will participate in implementation of a partnership between DHS and the OEHHA to develop a California environmental health tracking program. The partnership is funded by the Center for Disease Control and Prevention.
5. **Update the Biennial Report to the Governor and the Legislature:** CEHC will develop a work schedule to coordinate the activities of the boards, offices, and departments to update the January 2002 Biennial Report to the Governor and the Legislature (www.calepa.ca.gov/ChildHealth/). Updates will be conducted during the second half of 2003.

Military Base Remediation and Reuse

The office coordinates with the DTAC and the military in facilitating the return of previous bases to civilian use in an environmentally and economically sound manner.

Accomplishments

1. **Outreach Program:** In the last six months of 2002, the Office of the Secretary continued to reach out to major employer and trade association groups to ensure their understanding of dramatic, but sensible, environmental regulations being implemented for the benefit of all Californians. The office arranged for the Secretary's appearances before trade and industry associations to discuss these efforts and to outline the directions the agency is taking. These presentations concluded with open dialogues with attendees. The Secretary has appeared at luncheons and dinners for the following groups:

- California State Chamber of Commerce.
- California Manufacturers and Technology Association.
- California Aerospace Technology Association.
- California League of Cities.

Separate outreach meetings were held to ensure major business entities understood Cal/EPA's commitment to environmental safety while retaining those entities in California. These informal meetings included representatives of the aerospace, computer technology, glassmaking, and oil processing entities throughout the state.

2. **Military Facility Issues:** Working closely with other agencies, Cal/EPA continued its commitment to the orderly and efficient transition of closed military facilities and recommitted its support to assist the Technology, Trade and Commerce Agency's "Partnerships for Preparedness" program to retain the existing military and defense industry presence in California.

Representatives from the Office of the Secretary participated in local focus group discussions regarding specific active bases that might be subject to future closure reviews. Locality-based efforts were conducted at Camp Pendleton, Beale Air Force Base, and in Monterey (to review the retention of the Naval Postgraduate School and the Defense Language Institute).

At the request of the Secretary for Technology, Trade and Commerce, and the Secretary for Resources, Cal/EPA provided staff input on the emerging challenge faced by the encroachment of surrounding communities on existing military facilities.

3. **Early Transfers of Closed Military Facilities:** Cal/EPA, most notably through the DTSC and the SWRCB, continued its commitment to expediting wherever possible the early transfer of closed military facilities. This enabled them to return to productive economic use during the past six months.

California has suffered a disproportionate share of base closing in the past four rounds of base closures. The significant number of closures of complex military-industrial sites with significant cleanup challenges requires continued close oversight to ensure that human health and the

environment are protected as these former military facilities are redeveloped to benefit local economies.

Work in this arena is not without controversy and delay. Nonetheless Cal/EPA was able to successfully recommend to the Governor the early transfer of the following sites in the last six months:

- Mare Island Naval Shipyard, Western Portion (Solano County). Transfer of 2,800 acres to the State Land Commission for a wetlands and dredge spoils project.
- Oakland Army Base (Alameda County). Transfer of 380 acres from the U.S. Navy to the City and Port of Oakland to redevelop the site for industrial, commercial, and port reuses.
- East Fort Baker (Marin County). Transfer by the Army of 93 acres to the National Park Service for a conference center and recreational use.
- Rio Vista Army Reserve Center (Solano County). Transfer of 28 acres to the City of Rio Vista for recreational and commercial use.
- Naval Communications Station, Stockton (San Joaquin County). Transfer of 1,400 acres to the Port of Stockton for general economic redevelopment.

Several facilities targeted for completion in the last half of 2002 did not make the deadline due to continued issues regarding sufficient cleanup and oversight after transfer. Those sites include:

- Hamilton Army Airfield (Marin County). Awaiting final review of a cleanup plan to enable the transfer of 600 acres to the State Coastal Conservancy for wetlands creation.
- Long Beach Naval Complex (Los Angeles County). Completing final environmental safeguard plan prior to transfer of 90 acres to the Port of Long Beach to expand its container terminal.
- Hunters Point Naval Shipyard (San Francisco County). Awaiting Navy concurrence with the City and County of San Francisco on a cleanup plan to transfer 86 acres to the City of San Francisco.

Other closed military facilities are characterizing contaminants, developing remediation plans, and reviewing reuse plans to ensure human health and the environment are protected. They are:

- Naval Station Treasure Island.
- El Toro Marine Air Base.
- Oak Knoll Naval Hospital.
- Marine Corps Recruit Depot, San Diego.

Priorities

1. **Outreach Program:** The Secretary remains committed to the principle that environmental regulatory compliance can be achieved in cooperation with industry in California in a manner that will not unduly burden them but protect human health and the environment. Leading that effort is best accomplished by open dialogue with industry and association representatives.

The Secretary's office will continue its outreach efforts to first reach those listed above who were not reached in the last six months, then to renew the contacts with the organizations contacted in the second half of 2002. This effort will also include other industries and associations impacted by new regulatory schemes and legislation passed during 2002, such as automobile manufacturers and other transportation associations.

2. **Military Facilities Program:** Recognizing the need for a continued military presence in California as a factor in the renewal of the California economy, Cal/EPA is committed to continue its active participation to retain existing military sites along with the supporting military and defense industry infrastructure. Cal/EPA will continue its active work in concert with the Technology, Trade and Commerce and Resources Agencies and with the California Defense Retention and Re-Use Council. Cal/EPA will participate in the "Partnerships for Preparedness" locality-based meetings with community and business leaders to discuss how to ensure military facilities remain within California while complying with current environmental regulatory schemes.

The Secretary's office and staff will attend all the scheduled meetings and will actively participate in community discussions on how to best and most effectively comply with environmental regulatory programs while continuing to operate these facilities.

3. **Early Transfers of Closed Military Facilities:** Cal/EPA continues to assist in the transfer and reuse of closed military facilities in a timely and efficient manner; however, many challenges remain. Many sites are nearing completion. In the first half of 2003, Cal/EPA's goal will be to facilitate the completion of the early transfers of property at the following locations:

- Hamilton Army Airfield (Solano County).
- El Toro Marine Air Base (San Diego County).
- Oak Knoll Naval Hospital (Alameda County).
- Long Beach Naval Complex (Los Angeles County).
- Marine Corps Recruit Depot, San Diego (San Diego County).

Cal/EPA recognizes that some of the key constraints on the orderly transfer of these sites lie in differences of opinion with the Department of Defense on how to complete and oversee future

remediation work. Cal/EPA will work closely with the Department of Defense in the next six months to clarify and resolve the following issues:

- Responsibilities for the Resource Conservation and Recovery Act and the California Environmental Quality Act permitting processes, including responsibilities for effecting modifications and oversight of future efforts.
- Responsibilities for completion of the records of decision to accelerate the review process.
- Disagreements over completions of consent agreements outlining the responsibilities of all involved parties to an early transfer.

The Office of the Secretary will directly involve itself in all issues relating to the retention of active military sites within California while also working closely with affected communities, other agencies, and departments within Cal/EPA to ensure the early, safe transfer of closed military facilities wherever feasible.

Enforcement

Consistent and fair enforcement of environmental laws is a necessary step toward achievement of Cal/EPA's Strategic Vision of air that is healthy to breathe; rivers, lakes, estuaries and marine waters that are safe for fishing and swimming; groundwater that is safe for drinking and other beneficial uses; and communities that are free from unacceptable human health and ecological risks resulting from exposure to hazardous substances and other potentially harmful agents. Uniform and fair application of environmental laws is also necessary in order to achieve environmental justice in California through elimination of disproportionate impacts of pollution on low-income and minority populations and to provide a consistent level of community protection for all Californians. Enforcement activities also help ensure a more level playing field for regulated businesses.

To achieve Cal/EPA's strategic goals of an efficient and effective Cal/EPA in pursuit of its mission and its management priority of establishing cross-media strategies and coordination, we must provide proper training on cross-media enforcement issues and conduct and coordinate effective cross-media investigations and enforcement actions.

Accomplishments

1. **Case Referrals:** Two significant actions were taken pursuant to Cal/EPA's authority to refer cases involving environmental violations for prosecution.
 - Cal/EPA, the SWRCB, and the Attorney General's office successfully negotiated a precedent-setting settlement in an underground storage tank case. Cal/EPA, SWRCB, and the ARB investigated and referred a case to the Attorney General's office involving the failure of the Atlantic Richfield Company (ARCO) to comply with laws requiring upgrades for

underground storage tanks by 1998 at multiple retail service stations. The terms of the settlement required ARCO to pay \$25 million in fines and costs and to perform \$20.8 million in improvements at its stations. This was the largest penalty in the nation ever imposed in an underground storage tank enforcement case.

- Cal/EPA jointly referred a case to the Attorney General's office regarding air violations alleged to have occurred in Ventura County. The company, Pacific Custom Materials, also known as TXI, Inc., is involved in the manufacture of lightweight aggregate materials used in construction. The company operates a clay mine on the property, along with large kilns and various other kinds of equipment requiring air district permits and pollution control and monitoring equipment. The company has been charged with the negligent and/or intentional illegal discharge of air contaminants such as particulate matter, nitrogen dioxide, and sulfur dioxide. The complaint alleges that these activities are in violation of the company's permit and air district rules and that they are causing a public nuisance. The referral was made in conjunction with the Air Resources Board (ARB) and the local air pollution control district. The case was filed as a civil action and is pending as of December 31.

2. **Training:** Cal/EPA offered three specialized training seminars in the second half of 2002.

- Cal/EPA offered a seminar on underground storage tank (UST) regulation for prosecutors and regulators, which was offered in both northern and in southern California locations. The purpose of the seminar was to bring together those who inspect and investigate violations with those who ultimately bring civil and criminal cases so that both can understand their roles and needs.
- Cal/EPA co-sponsored an air violations seminar along with the California District Attorney's Association and the Los Angeles County District Attorney's office. This two-day seminar was presented in southern California and focused on issues related to the investigation and prosecution of air violations.
- Cal/EPA offered a course on environmental crime scene investigation techniques in conjunction with the California Hazardous Materials Investigators Association and UC Riverside Cooperative Extension. This course provided investigators with exposure to traditional forensic crime scene investigative techniques as applied in the environmental context.
- Cal/EPA offered a roundtable for environmental prosecutors on issues concerning the proper treatment and disposal of sewage waste. The meeting, held in Sacramento, featured presentations by regulators and enforcement personnel and a tour of a local sewage treatment facility.

3. **Investigations:** Several pending enforcement cases have been identified and investigations are underway. The investigations use cross-media enforcement tools and methods that encourage

Cal/EPA's boards, departments, and offices to perform investigations that encompass more than one media or program. These may cover toxics, underground storage tanks, and water or air quality violations. The investigations include cases that involve inedible food grease waste haulers, landfills, and jewelry manufacturing operations.

4. **Enforcement Data Project:** In 2002, Cal/EPA received a U.S. EPA network readiness grant. Through the Integrated Data Environmental Assessment (IDEA) project, this grant will provide a mechanism to integrate enforcement data among the Cal/EPA boards and departments. Cal/EPA has chaired several meetings to gather ideas about how to collect data on environmental enforcement at the local and State levels and collate this data into a form useable by stakeholders. Sacramento County is being used as a pilot for developing data tools to meet the enforcement needs of federal, State, and local entities. Cal/EPA has also participated in the steering committee to coordinate this effort among its boards, departments, and offices.
5. **Special Enforcement Projects:** Cal/EPA hosted quarterly environmental enforcement roundtables in both southern and northern California. These roundtables are attended by prosecutors seeking a forum to discuss prosecution-related issues and cases that present special challenges for environmental prosecutors.
6. **Border:** Cal/EPA continued to work with governmental and non-governmental agencies from both sides of the international border to air and resolve important environmental issues that affect the area. In particular, Cal/EPA has made outreach efforts toward tribal communities a priority and has committed to continue efforts to bring tribal communities into the environmental enforcement dialogue on issues affecting the border area.

Priorities

1. **Training:** In light of the current State budget crises, Cal/EPA is reviewing training planned for 2003 and making cancellations and modifications. Cal/EPA is pursuing alternate sources of funding to minimize fiscal impacts. Training sessions are being reduced, relocated, and modified to meet critical needs while minimizing costs where possible. In the first half of 2003, Cal/EPA will continue to offer training opportunities for California's environmental enforcement community through the Cal/EPA Basic Inspector Academy and other courses, as appropriate and within budgetary constraints. Cal/EPA also plans to update the clearinghouse of environmental enforcement training opportunities and expects to offer its environmental crime scene investigations course in Sacramento in April 2003. In addition, Cal/EPA is assisting the CIWMB in developing training for local enforcement agency personnel and tribal community solid waste inspectors to assist in the enforcement of illegal disposal of solid waste cases.
2. **Enforcement Referrals:** In the first half of 2003, Cal/EPA expects to continue its cross-media investigations and to continue to refer cases to the Attorney General's office or other prosecutors as appropriate.

3. **Data Project:** Cal/EPA expects to continue coordination of the data integration project in cooperation with its boards, departments, and offices and the local environmental enforcement community. Effective enforcement requires good data management and an ability to quickly obtain compliance histories of facilities being investigated. Cal/EPA recognizes that as the number of regulated facilities grows, the need for effective information management will also rise. The U.S. EPA Network Readiness Grant, provided through the IDEA project, will enable Cal/EPA to make significant progress in this important area.
4. **Grant Regulations:** In 2003, Cal/EPA will be proposing regulations designed to implement the provisions of the Environmental Enforcement and Training Act of 2002 (AB 2486, Keeley, Chapter 1000, Statutes of 2002). The grant program established by the new law will provide needed supplemental funding for environmental enforcement and training activities through the California District Attorney's Association, the Peace Officer Standards and Training Commission, Cal/EPA, and other State and local agencies.

Unified Program

The Unified Hazardous Waste and Hazardous Materials Management Regulatory Program (Unified Program) combines the implementation and administration of six previously distinct hazardous materials and hazardous waste regulatory programs into a single program. Established in 1994, the Unified Program is under the direction of the Secretary for Environmental Protection in consultation with the Office of Emergency Services, Office of the State Fire Marshal, DTSC, and SWRCB. These six programs are consolidated by local government into a single local governmental entity certified by the Secretary and called a Certified Unified Program Agency (CUPA). Currently 82 CUPAs are implementing the program within the State.

The intent of the program is to improve public health and environmental protection by improving coordination and consistency in the implementation of the six program elements through consolidation. The following six program elements are included in the Unified Program:

- The underground storage tank program.
- The spill prevention control and countermeasures plan of the above-ground tank program.
- The hazardous waste generator and tiered permitting programs.
- The hazardous materials release response plan (business plan) program.
- The California accidental release prevention program.
- The hazardous materials management plans and hazardous material inventory statement elements of the Fire Code.

Collectively the Unified Program regulates approximately 120,000 businesses within California. Cal/EPA's Unified Program section in part helps fulfill Cal/EPA's Strategic Vision goal of ensuring that communities are free from unacceptable human health and ecological risks due to exposure from hazardous substances and other potentially harmful agents. The section also contributes to ensuring an effective and efficient Cal/EPA in pursuit of its mission. These goals also seek to reduce or eliminate the disproportionate impacts of pollution on low-income and minority populations.

Cal/EPA's Unified Program section, State agencies with Unified Program responsibilities, local Unified Program agencies, and the U.S. EPA have formed the Unified Program administrative and advisory group (UPAAG). This group works toward better understanding of each others' needs, development of solutions through specific work groups such as the UPAAG enforcement committee, and the statewide training committee. An annual two-day strategic planning meeting promotes a planned approach to each agency's annual work plan and ensures continual program improvement. This committee further strengthens the partnership formed in 1994 with the advent of the Unified Program, thereby improving consistency and coordination of the program statewide.

Accomplishments

1. **Training Recently Certified Jurisdictions:** In October and November, the Unified Program section and State implementing agencies developed and delivered training to staff from the 10 recently certified counties: Calaveras, Colusa, Glenn, Inyo, Lassen, Mariposa, Modoc, Plumas, Sierra, and Tehama. The training covered Title 27 Unified Program administrative requirements.
2. **Certification of Jurisdictions without CUPAs:** Currently four remaining jurisdictions have not been certified to implement the Unified Program. Of those, Butte is still in the certification process and has been waiting until a new director was appointed before continuing. Now that a director has been hired, it is expected that Butte will proceed to become certified this fiscal year. Cal/EPA is continuing discussions with the remaining three counties—Sutter, Trinity and Imperial—and is preparing an issue paper to identify viable alternatives for program implementation if these jurisdictions choose not to implement the program.
3. **Unified Program Information Management:** With the downturn in the State budget, the planned statewide Internet based GIS system for business-to-CUPA, CUPA-to-State, and State-to-federal reporting has been placed on hold. However, the Unified Program Section, other State agencies, and local Unified Program agencies are continuing efforts to standardize information collection within the Unified Program through improvement of the Cal/EPA data dictionary in the California Code of Regulations (CCR) Title 27. A committee composed of representatives of these agencies is developing proposed improvements that will be codified through the rulemaking process (see priorities below). Additionally, this committee is developing changes to forms that are used by local United Program agencies to collect business information and to report inspection and enforcement activities.

4. **Enforcement Consistency:** In October the UPAAG Enforcement Committee met to begin development of the guidance, forms, and training necessary to implement the new Unified Program Administrative Enforcement Order (AEO) authority that will become effective in January 2003 due to the passage of AB 2481 (Frommer, Chapter 999, Statutes of 2002). The committee agreed that existing Unified Program Hazardous Waste AEO guidance, forms, and training be used as a foundation for the programwide AEO guidance. This legislation creates a single, consistent Unified Program administrative enforcement authority for five of the six Unified Program elements, providing a viable enforcement option for all key program elements. The authority will facilitate multimedia enforcement actions and help to maintain the lowest possible CUPA program implementation costs. CUPA enforcement of the 6th element, Article 80 of the Uniform Fire Code, can be conducted under the business plan program in chapter 6.95 HSC or under fire code authorities. The implementation of this new authority is expected to act as a deterrent to those that would otherwise commit environmental crimes.
5. **CUPA Evaluations:** Cal/EPA was required to halt CUPA program evaluations from July through November due to travel restrictions imposed during the absence of a State budget. However, the time was used to develop specific proposed improvements to the evaluation process, including reporting, tracking, follow-up, and development of evaluation guidance materials. Our newest staff members are now fully trained and representing Cal/EPA as evaluation team leaders. From a backlog of 66 evaluation reports in 2001, Cal/EPA has issued 64 final evaluation reports during the last year.
6. **Outreach:** Senior staff represented the Cal/EPA Unified Program section at all regional meetings of the Northern, Central, and Southern California CUPA Forum. At each of these meetings staff discussed the latest legislative and regulatory activities, policy decisions, program accomplishments, and project status. Staff obtained feedback from local agencies related to pending projects or areas of concern related to the implementation and enforcement of the Unified Program.

Additionally, the new rural counties continue to meet every other month to obtain program updates and answers to their individual questions. The Unified Program section attended these meetings as well to assure continuity and consistency.

7. **Communication:** To improve communication with the public and CUPAs, Cal/EPA is continuing to update and modernize the information available on the Unified Program Web site and contained in the monthly newsletter. Work is underway to allow public users to identify a CUPA by name and phone number for contact purposes using a map and/or zip code. The redesigned Web site, www.calepa.ca.gov/CUPA, has received complements from local agencies. The Web site has doubled in hits in the last year and is endeavoring to increase usage through several different venues, including advertising to industry. This will make more information available and assure that current information is easily found.

The program also continues to improve the monthly newsletter, with an improved table of contents, links to other Web sites, and summaries of the information available at those links with an automated signup service.

8. **Rural CUPA Reimbursement Account:** During fiscal year 2001–02, the legislature established the Rural Reimbursement Account. The account will provide supplemental funding for small rural counties that had been unable to support a Certified Unified Public Agency based on fees imposed on the very limited numbers of regulated business in their jurisdictions. Last fiscal year the legislature funded this account with \$900,000, and \$619,720.96 was disbursed to qualified counties. The budget again sets aside \$900,000 for fiscal year 2002–03. Rural Certified Unified Program Agencies that continue to meet the legislative requirements will be able to receive up to \$60,000 each by applying for this grant. Currently, 11 counties meet the legislative criteria for application, including Calaveras, Colusa, Glenn, Inyo, Lassen, Mariposa, Modoc, Plumas, Sierra, Tehama, and Yuba. All 11 counties applied and qualified for funding, and a total of \$617,754.50 was disbursed for fiscal year 2002–03.
9. **Surcharge Analysis:** Two rounds of letters were mailed to CUPAs who were believed to be deficient in remitting surcharge revenue. The first round was sent to those CUPAs with the largest estimated amount still owed to the State. The second was sent to those with the largest percentage difference between submittals and the calculated surcharge owed. Cal/EPA received responses from several CUPAs providing reasons for the discrepancies. This project will continue as we receive and analyze responses from the other CUPAs who have received a letter.

Priorities

1. **Enforcement Consistency:** The UPAAG Enforcement Committee is developing necessary guidance, forms, training, and support to enable all CUPAs to implement the new enforcement authority available to them on January 1, 2003.
2. **CUPA Evaluations:** Proposed changes to the evaluation process are under review by State agencies and the CUPA Forum Board. Proposed changes will streamline the process and expedite reporting of findings. These changes should reduce total time and cost of evaluations for both State agencies and CUPAs while concurrently providing a more comprehensive assessment of each CUPA program.
3. **Improving Competence:** Training is being developed for the evaluation process and the new administrative enforcement authority for presentation in February. In addition, the Title 27 training on CUPA implementation requirements that was developed and delivered to the new CUPAs last year will be offered to all CUPAs in three sessions planned for the spring and summer of 2003.
4. **Outreach:** The UPAAG has formed two new work groups consisting of interested industry and environmental representatives. The groups are expected to bring issues and ideas to quarterly

meetings to provide feedback on program implementation. The meetings will help Cal/EPA, other State agencies, and the CUPA Forum Board formulate priorities, solutions, and answers to industry and environmental needs and questions. This was a priority identified in the UPAAG Strategic Plan developed in March.

5. **Regulatory Review:** The Unified Program has begun review and revision of Title 27 Unified Program requirements. This work has been divided into two separate committees: one working on the forms, instructions, and data requirements for reporting by businesses and CUPAs; the second, working on all other Unified Program regulations in Title 27. These changes will remove outdated language, correct grammatical errors, restructure current requirements, and reorder some sections to improve and modify language and to improve clarity. Preliminary drafts of proposed changes are expected to be ready for review by late winter or early spring 2003. Additionally, the proposed changes to the Title 27 data dictionary are also expected to be ready for review in June or July 2003.
6. **Annual Report:** The Unified Program section is preparing an annual report on the Unified Program. This first annual report will explain the history, implementation, programs covered, agency involvement, strategic goals and objectives, evaluation of administration and enforcement at the local level, past and future challenges, and the successes of the last 10 years. It is expected to contain information that the public, State agencies, federal government, new local programs, and decision-makers can all use to evaluate how successful the Unified Program has been. The report will also outline the next steps necessary to reach even more successful outputs.
7. **State Surcharge:** The UPAAG forms committee continues to review/revise reporting forms used to track and transmit the surcharge. Cal/EPA is conducting a comprehensive review of the State surcharge. This includes a historical review of the State surcharge that has been billed, collected, and remitted, the expansion of the surcharge tracking system, and an update to forms and instructions used by CUPAs to report surcharge information. All information provided by CUPAs that has been contacted during the original analysis is being taken into consideration during continued review of the forms and instructions and corresponding regulations. Continuing analysis is necessary to ensure adequate funding for all State-related Unified Program activities.
8. **Communication:** The Unified Program section will continue to work with information management staff to develop a new directory of Unified Program stakeholders. Goals for the project include a comprehensive updated directory of contact information for Unified Program Agencies, a free subscription service for the monthly newsletter, e-mail groups for different committees and stakeholders, a search function by geographic region, and program elements of responsibility for all participating agencies.

Quality Programs

Cal/EPA's Quality Improvement Partnership focuses on continuous organizational improvement and performance excellence. Cal/EPA's Assistant Secretary for Quality Programs—along with quality

consultants from its boards, departments, and offices—provides internal management consultation on organizational effectiveness. The areas covered include strategic planning, process improvement, performance interventions, meeting planning and facilitation, resource development, and improvement in service delivery.

Cal/EPA Goal 8: An efficient and effective Cal/EPA in pursuit of its mission.

The program also supports Cal/EPA's objectives to 1) lead by example, 2) expand and improve cross-media communications, collaboration, and training, and 3) conduct continuous evaluations of program effectiveness.

Accomplishments

1. **Strategic Vision Implementation:** Progress was made to integrate the broad strategic vision goals/objectives with board, department, and office strategic plans, and with the Environmental Protection Indicators for California (EPIC). EPIC embodies a series of environmental indicators, and each strategic plan outlines goals and objectives for accomplishment. Through EPIC, the linkages of Cal/EPA's work to environmental outcomes, noted strengths, and areas for improvement were identified.
2. **Cal/EPA Headquarters Building:** On October 22, the second annual Disability Awareness Fair was held to increase understanding of disability-related issues. Exhibitors were present and training sessions were offered to Cal/EPA staff and supervisors/managers.
3. **Management Forums:** On August 19 and November 14, the Cal/EPA Secretary sponsored the second and last in a series of management forums for the Cal/EPA management team. The forums provide an opportunity for the entire Cal/EPA management team to meet as a group, listen to noted speakers, and ask questions on issues pertinent to the implementation of California's programs to protect the environment. On August 19, Legislative Analyst Elizabeth G. Hill, San Francisco Mayor Willie Brown, Jr., and John "Rusty" Areias addressed the group of managers. The November 14 forum featured Marty Morgenstern, Director of the Department of Personnel Administration, and Mark Baldassare of the Public Policy Institute.
4. **The Governor's Environmental and Economic Leadership Awards:** Cal/EPA, in collaboration with the Resources Agency, and on behalf of the Governor's Office, administered the 2002 Governor's Environmental and Economic Leadership Awards. Nominations were received by August 1 and evaluated by a large team of reviewers. Finalists were identified and winners were selected in November. Fourteen award winners were honored in a formal ceremony at the Cal/EPA Headquarters Building on December 4.
5. **Cross-Organizational Working Groups:** Teams comprised of Cal/EPA staff members and external representatives were active during the last half of 2002. The disability advisory council, the environmental management system steering committee, and integrated data for environmental

assessment (IDEA) teams met regularly on issues related to disability, sustainability, and information management, respectively.

Priorities

1. **Strategic Vision Implementation:** Work will continue to strengthen the integration of the EPIC with the measures outlined in each board, department, and office strategic plan and with Strategic Vision goals/objectives.
2. **Communication/Collaboration:** The Secretary's management forums are scheduled for 2003 in April, August, and November. Venues will be selected for each of these three forums and publicized to ensure maximum participation by Cal/EPA's management team. The annual "Take Our Children To Work Day" and Earth Day celebrations will occur on April 22, 2003, and planning will be actively underway during the months preceding the event. Open staff forums will be held in several locations throughout the state in the fall of 2003.
3. **The Governor's Environmental and Economic Leadership Awards:** The 2003 award program will be planned and initiated. During the preliminary months of 2003, sponsorship solicitation, promotional materials, and determination of award categories and criteria will be addressed.

Business Assistance and Development

Accomplishments

1. **MOU between Cal/EPA and U.S. EPA Region 9:** Cal/EPA has signed a Memorandum of Understanding (MOU) with Region 9 of the U.S. EPA. The purpose of the memorandum is to affirm the commitment of both agencies to work as partners on State and federal environmental priorities within California. Toward this goal both agencies will develop specific partnership agreements directed at these priority areas.
2. **Integrated Data for Environmental Assessment (IDEA) Project:** Cal/EPA received from U.S. EPA a \$339,000 grant to begin developing an electronic system for exchanging environmental data. These monies will fund a pilot project with Sacramento County, with specific emphasis on sharing enforcement-related data.
3. **Sustainability:** Cal/EPA received a final consultant report, *California Innovations for Environmental Excellence*, which identified and reviewed environmental regulatory enhancements being used by other states. These enhancements include programs that are complimentary to the traditional "command and control" approach. When properly implemented, they can be effective at reducing nonpoint source pollution. Regulatory enhancements are also important because diminishing resources for managing environmental programs must be increasingly spread over a larger and wider environmental regulatory venue.

Priorities

1. **Memorandum of Understanding (MOU) between Cal/EPA and U.S. EPA Region 9:** In accordance with the MOU, Cal/EPA intends to develop many of the specific partnership agreements envisioned by the MOU. These partnership agreements will initially focus on the following priority areas: United States/Mexico border, agriculture, data exchange, environmental indicators, enforcement coordination, water program coordination, and air program coordination.
2. **CalGOLD:** In response to proposed reductions in resources to assist small businesses with the environmental permitting process, Cal/EPA will enhance its online permit assistance tool CalGOLD. In addition to making the site easier to negotiate for specific industry types, the upgrade will include new links to pollution prevention techniques. This information will allow new businesses to better understand the environmentally friendly technical and operational choices available during design and start-up.
3. **Integrated Data for Environmental Assessment (IDEA) Project:** Cal/EPA will receive a final consultant report that will list organizational and technological options to facilitate an environmental data-sharing system. During this same period, Cal/EPA will submit grant proposals for up to \$3 million in U.S. EPA funding to expand the IDEA pilot project. The proposed expanded areas include real-time air monitoring, water monitoring data, and locations of toxic materials. U.S. EPA is expected to announce awards by June 2003.
4. **Sustainability:** For the purpose of validating the importance of a “sustainable” approach to future environmental regulatory programs, Cal/EPA has initiated three “Performance for Sustainability” projects. These projects are designed to allow regulators and regulated industries to jointly explore the potential for cross-media sustainability strategies. These strategies will further reduce the environmental impacts of business operations. The three project areas include animal feeding operations, wineries, and universal waste management.

